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RECRUITER

The United States Army Recruiting Command

The State of the Command — see page 8



I WANT YOU
FOR U.S. ARMY
NEAREST RECRUITING STATION

JOURNAL-OCT 94

University of Notre Dame



Football Office

Lou Holtz
Head Football Coach

August 22, 1994

Dear Recruiter:

I want to welcome the Army Reserve back on the national radio broadcasts of Notre Dame football in 1994.

The schedule, which includes road games against Boston College, Michigan State, Florida State and Southern California (plus Michigan and Stanford at home) will certainly provide some exciting radio broadcasts for our fans nationwide.

1994 is a year when we are going to be replacing a number of offensive and defensive players who were the nucleus of last year's team. This again emphasizes the importance of recruitment to our program.

We are also quite proud of our freshman class. And, as in past years, we will be highlighting these new recruits in a special halftime feature brought to you by the **Army Reserve**.

My sincere thanks for your continued support of the national radio coverage of "The Fighting Irish."

Sincerely,

LOU HOLTZ

jb



VOLUME 47, Number 10

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FLARE

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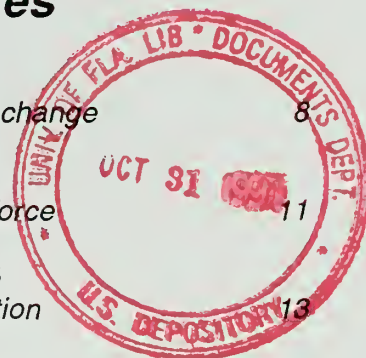
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This month the RJ print contract changed to include full-color front covers. Joyce Knight designed this month's cover, but we are always looking for great ideas. Your comments and suggestions are always welcome at the address and phone number listed in our masthead at left.



by Kathleen Welker, RJ editor

As you read this, thousands of American service members are performing acts of selflessness among our less fortunate global neighbors. The most highly visible recent operation has been our crisis intervention in Haiti. The media has touted lots of reasons why the military should serve in these peace-keeping and nation-building missions; the predominant reason has been one our government has championed for over two centuries, that of democracy.

The key element in a democratic system is the right to vote. Through our own history, slaves and women have had to fight for that right. Today, some may take that right for granted, but voting is critical to the way this country operates.

Many people feel helpless in the tide of national elections. But while they feel disconnected from politics at such a high level, they are passionate about local issues. "Well, gee, I don't know much about foreign policy, but I sure as heck don't like the new road taxes in my county."

People vote for school board members and judges and city councilmen and county clerks. They vote for and against tax referendums and the use of town revenues, they rally and campaign on both sides about schools and park districts. Why? Because they care about the outcomes that affect their lives and their children's well being.

As recruiters, you and your family members are

valued and respected members of your communities. It is not only your right, but your duty to vote. When you represent the Army as defenders of freedom, you also represent the Army as individuals who care about and exercise their freedoms.

As a reminder — Recruiting facilities may not be used by any candidate (either incumbents or new office seekers), members of their staffs or their campaign representatives for:

- political assemblies or meetings,
- media events, including speeches,
- fund-raising social events for political candidates parties or causes regardless of the sponsorship,
- press conferences,
- any other activity that could be construed as political in nature.

Members of Congress, whether or not candidates for re-election to national office, may visit recruiting facilities to receive briefings, tours and/or informational materials. If the candidate is currently a government official and his/her duties require a visit for related official duties, the response to the request for the visit will include a reminder that the candidate may not use the visit as a campaign vehicle.

DoD policy prohibits armed forces involvement in political events, except for the provision of a joint armed forces color guard for the opening ceremonies of the Republican and Democratic national conventions. All requests for community relations support to political meetings, ceremonies, and like events, including personnel and speakers, will be denied.

Speeches, articles, and public comment by military personnel in their capacity as service representatives must not contain material which may be construed as political in nature.

Active duty military personnel are prohibited from distributing campaign materials.

Requests from politicians to tape or film campaign commercials on military property owned or leased by the government will be denied. However, taping/filming from outside these areas, using them as a background cannot be refused as they are outside government property.

Voting assistance officers are available at your brigade or battalion S-1.

Personnel officials OK enlisted early-outs

■ Army personnel officials have given the go-ahead for the enlisted Voluntary Early Release Program, designed to reduce the impact of budget constraints and lessen man-year obligations for fiscal 1995.

The program allows select Regular Army enlisted soldiers to terminate their service contracts and enlistment extensions up to 89 days earlier than scheduled. Those contracts and extensions must currently expire before April 1.

Eligible soldiers must also have less than six years' active federal service on the scheduled expiration of term of service. Soldiers who meet the above criteria are not eligible if they —

- Hold a primary military occupational specialty in 13B (cannon crewmember), 16T (Patriot missile crewmember), 19K (M1 armor crewman), 24T (Patriot operator and system mechanic), or 27X (Patriot system repairer);
- Are assigned to units in Korea;
- Are not medically cleared for separation by the anticipated early release date;
- Are denied early release in the interest of operational readiness;
- Are approved for voluntary separation under the fiscal 1994 or 1995 enlisted Voluntary Early Transition Program or other voluntary early separation program; or

Bumper sticker contest

■ HQ USAREC Advertising and Public Affairs Directorate is sponsoring a bumper sticker and/or window static sticker contest. We are looking for a concept that can be used as both a window static sticker or a bumper sticker. You may use any colors, just indicate the colors on the design.

The contest runs October 1 through November 15 and is open to anyone connected to USAREC. Please write or draw your concepts and send them to:

HQ USAREC
ATTN: RCAPA-PA (M. Moore)
Bumper Sticker Contest
Bldg 6579, Room 107
Fort Knox, KY 40121-2726

For more information, please call the point of contact, Melanie Moore, 1-800-223-3735, extension 4-0538.

- Are pending involuntary separation under any provision of AR 635-200, pending trial by courts-martial or are under investigation for offenses of the Uniform Code of Military Justice.

To apply, soldiers should request early release on DA Form 4187. Requests must include the desired release date, which must be between 60 and 89 days before ETS.

As an exception, soldiers scheduled to ETS in October or November may request a release date not less than 30 days before ETS. Approval of release dates will depend on the time required to complete transition processing, including movement to the United States for soldiers stationed overseas.

Approval authority is the first colonel in the soldier's chain of command; disapproval authority is the first lieutenant colonel in the soldier's chain of command.

To be eligible for Montgomery GI Bill benefits, soldiers must serve at least 20 months of a 24-month enlistment or 30 months of a 36-month enlistment. Army College Fund-eligible soldiers who meet the "20/30-month rule" will receive the prorated portion of their benefit. Soldiers must receive education benefits counseling at their local education center prior to separation.

Officials urge soldiers opting for early release to use the services of their installation Army Career and Alumni Program for benefits and job assistance counseling to help best prepare soldiers and their families for transition.

For more information on the Voluntary Early Release Program, soldiers should contact their local personnel service center.

Army News Service

New recruit survey

■ The FY95 New Recruit Surveys, for both Regular Army and the Army Reserve, are currently at the printer and should be distributed to the field in October.

Pending receipt of the new surveys the Guidance Counselors at the MEPS will continue to use the FY94 surveys. The FY95 surveys will be shipped, without request, to all MEPS this month (October).

The FY95 surveys are the first USAREC surveys designed and developed in-house. Our own desktop publishing capabilities have allowed us to skip the designer at a substantial savings to the taxpayer.

Any questions on the FY95 New Recruit Survey can be answered by calling 1-800-223-3735, ext. 4-0776.

Pay now or pay later at some commissaries

■ Shoppers who prefer to pay with plastic rather than cash can now do so, during a credit card pilot program scheduled to begin at five commissaries in November.

MasterCard and VISA charges will be accepted at commissaries at Fort Belvoir, Va.; Camp Lejeune, N.C.; Keesler Air Force Base, Miss; Quantico Marine Corps Base, Va.; and Miramar Naval Air Station, Calif., according to Defense Commissary Agency officials. These commissaries currently accept debit cards as payment — a method of instant, direct

cash withdrawal from the customer's bank account. Electronic debit card readers in these locations will be programmed to accept the credit cards, making the pilot program less expensive to start up, officials said.

"The process is quite simple," said project manager JoAnn Boutelle from the Directorate of Resource Management.

Customers who want to pay by credit card simply "swipe" the card through the reader during check-out; the transaction is then electronically validated against the customer's credit card account.

Credit card customers will receive a bill from MasterCard or VISA at the end of the billing period; if the customer uses a debit card, money is instantly transferred from the member's bank account, Boutelle said.

After the pilot program is evaluated, it may be extended to other locations in Arkansas, California, Hawaii, Kentucky, Maryland and North Carolina.

Army News Service

Standardized tuition assistance

■ Soldier-students will be seeing greater consistency in the Army's new tuition assistance policy when it is implemented Oct. 1. The policy applies to all active-duty and Army Guard and Reserve soldiers.

The new policy will cover 75 percent of college tuition for up to nine semester hours each fiscal year. The percentage is limited by dollar caps of \$60 per semester hour for first- and second-year college courses or

equivalent, \$85 for years three and four, and \$170 for graduate courses. Caps overseas are based on existing service contracts and may differ slightly.

The nine semester-hour limit includes formal classroom study, vocational/technical courses, and non-traditional study. Officials said that ACES is not limiting the number of semester hours a soldier can take. Once soldiers reach the tuition assistance limit, such avenues at the Montgomery G.I. Bill or the Pell Grant are available.

Counselors at local education centers can help soldiers discover other funding sources that will allow them to meet their educational goals. They can help ensure those goals are properly focused whether the aim is to be more competitive for promotion or reenlistment, prepare for an operational assignment, plan out a career map or increase lifetime earning potential.

ACES counselors can also ensure proper college credit is received for military training and advise on the most effective learning options, to include such things as independent study and end-of-course exams.

The "Nine in One: Formula for Success" theme for the new policy is designed to help soldiers remember the program will help fund nine semester hours of college tuition each year. Officials said soldiers seeking a high school diploma will still be authorized 100 percent tuition assistance for soldiers seeking a diploma or equivalent.

For more information on the program, soldiers should visit their local education centers.

Army News Service

Networking

— *Nothing to lose and referrals to gain*

by MSG Ray Kuklinski

Did you ever wonder why some recruiters get so many referrals and others don't? The reason is that they've been in the same area for awhile and are well known, and either by accident or plan have created a personal network in their local area. Nowadays there seems to be very little emphasis placed on networking. I'm sure there are some of you reading this article, to include old-timers, who have never heard the term used before in recruiting. Webster's defines networking as "making connections among people or groups of a like kind." Based on that, we can conclude that all of us do some form of networking everyday, whether it's with our families, our friends, or on our job. Networking can be an invaluable tool, and since you already practice it, why not refine it? Focus it on recruiting and use it to your advantage.

You are the center of your network and every person you talk to throughout the day becomes a part of it. Each recruiter's network is unique to his or her area. USAREC Pam 350-7, para 2-2, **Recruiter Salesmanship**, touches on it by explaining how recruiters must interface with their communities, but let's take it just a little further. Here are some simple steps in getting started.

Make visits

Make sure you visit every business, institution, and organization in your area. Patronize the businesses and by all means do it in uniform. They will be more in-

clined to give you leads or promote you and the Army if you do the same for them. Make it a point to periodically stop by to either do business or just say hello, but don't make a nuisance of yourself. Introduce yourself to the records clerk at your local police agency and vital statistics bureau. In rural areas meet the police chief, fire chief, and mayor; they are easily accessible

and very influential in your community. When you get promotional items, always remember the people who helped you out or that could help you out in the future. I realize in some cases they're only doing their job, but a little thoughtfulness goes a long way, especially when you need a favor. Make it a point to meet your high school principal and the staff to include vice principal, guidance counselors, the secretaries, coaches, teachers, and band

directors. Offer your services, teach classes, help out at track meets, go to the games and band performances. And above all do it in uniform.

A part of the community

Become part of the community. What better way to make friends and meet influential people in your area than to join a civic club? Get involved with community activities such as Junior Achievement, Boy Scouts, Girl Scouts. If you have children, you might want to get involved with little league or parent-teacher associations. Ask to speak at their meetings and share what the Army has to offer. Keep in mind that in your area you are the

***Networking —
“making connections among
people or groups
of a like kind.”***

Your appearance, actions (on or off duty), military bearing, and attitude are under constant scrutiny and must be beyond reproach.

largest employer with the best benefit package anyone can offer.

Don't forget about the Reserve centers and National Guard armories. Those technicians and full timers are usually locals and know a lot of people. Another option is joining a local church of your choice. In most communities, particularly in rural areas, religion plays an important role. Regular attendance fosters smoother community acceptance and involvement for you, your family, and the Army.

Acquaintances

Use the people you have made acquaintance with. When prospecting, area canvassing, or posting your area mention the names of people you may mutually know. It can immediately build trust, unless of course the person you mention is not liked or has a bad reputation — be careful. If you bump into people outside their normal jobs, go out of your way to say hello, and if you're with your family or friends, introduce them. When people recognize you and call you by name, or when your spouse complains that you can never go anywhere without running into someone you know, you have arrived.

Professionalism

Represent the Army as a professional. You must understand that you are the Army in your community, and with that comes an awesome responsibility. Your appearance, actions (on or off duty), military bearing, and attitude are under constant scrutiny and must be beyond reproach. In most cases, you are considered an outsider by the community, and even though you do all the right things, there will always be that bit of apprehension. When you do something good in the community some people will take notice, but if you do something bad everyone notices. The integrity and trust that may have taken you a year or more to establish can be destroyed overnight by a foolish mistake or poor judgment. Don't let it happen, because the next recruiter to come to that community will suffer for your mistake.

And the benefit to you is — qualified leads. If you did a good job of telling the Army story to your network, most of their referrals will have been prescreened to some degree, understand what you can offer, and are anxious to talk to you. It doesn't get any better than that.

- **Efficient prospecting** — Knowing who and when to call and when and where to be for effective area canvassing.
- **Smoother processing** — Knowing who to talk to and how to go about getting documentation such as school information, police records, court records, birth records, hospital records, etc.
- **Better DEP/DTP sustainment** — DEP functions are more meaningful when you can have them in a Reserve center or National Guard armory. Let them get first-hand experience from soldiers, with some hands-on training. Most Reserve and Guard centers are happy to do it.

And the real benefit to you is recruiting success. Give it a try. You have nothing to lose and referrals to gain. Good recruiting!

Comments and suggestions for future articles? Contact the Training and Plans Directorate at 1-800-223-3735, extension 4-8920

All about advertising

MAJ Mike Burbach
HQ USAREC A&PA

Advertising is an often misunderstood recruiting tool. Criticized as expensive and as a weak substitute for more recruiters, advertising by its creative nature is controversial.

Admittedly, it's difficult, if not impossible, to statistically track the effectiveness of an Army TV spot or magazine ad. But, from surveys, experience in the business and watching industry trends, we know advertising works, that it's critical to the recruiting process.

Using a Q&A format, let's review some aspects of Army advertising pertinent to recruiters.

Q. Why don't we sell more benefits and bonuses in our ads?

A. Prospects must first be inclined to join the Army before they will be attracted by most of our benefits. Advertising presells the Army; recruiters make the sale one-on-one by highlighting Army benefits important to that prospect. One exception is money for college. The Montgomery GI Bill and Army College Fund figures are large enough to attract attention in advertising.

Q. Why do we feature Rangers and other high-speed job specialties when it's cooks and mechanics the Army really needs?

A. Advertising is not intended to sell a particular MOS. When you look at our pool of TV,

radio, magazine and newspaper ads, you'll see a good sampling of job skills. Again, advertising is an image builder; recruiters, or more specifically, guidance counselors sell the MOS. Advertising helps get prospects in the door or recruiters in the home.

Q. Why don't we emphasize service to country as a reason to join the Army instead of appealing to self-ish motives?

A. Research tells us patriotism is a weak motivator for 17-21 year olds to join the military, although much of our advertising in a subtle way, sells that benefit. Making patriotism the primary focus of our ad campaign would be unproductive.

Q. Why don't we go head-to-head against the other services in our advertising?

A. All the services have agreed not to run "comparative" advertising. Rivalries would waste government money and call into question advertising budgets for all the services.

Q. Why don't we advertise more in newspapers?

A. Research, again, tells us young people generally do not read newspapers. Instead, they watch TV, listen to the radio, and read certain magazines—media in which we place the bulk of our advertising dollars. Huge audiences see our TV spots; a comparative few read our newspaper ads. That fact justifies the expense of TV advertising.

Q. If a recruiter studied advertising in school, why

can't he or she produce ads?

A. Advertising for any product needs a certain brand identification. By centralizing our advertising production, we ensure the Army has one look. If you have a good idea, pass it to your battalion A&PA shop.

Q. Do most advertising leads come from television?

A. No. About 90 percent come from the Army's direct mail program. We mail approximately 8 million letters each year (when combining Army, Army Reserve, and special programs). Army TV spots soften the market, making prospects more receptive to a letter.

Q. Why do we give away athletic socks and other premiums to people who respond to direct mail? Aren't they just interested in the free gift?

A. Offering a premium significantly increases the response rate. About 10 percent of those who respond will eventually enlist IF a recruiter works the LEADS card well.

Q. How does a recruiter learn about the national direct mail program?

A. Samples of each package mailed are sent to recruiting stations. Also, USAREC provides recruiters with lists of the high school juniors and seniors who received letters.

Q. Can a recruiter conduct a direct mail campaign?

A. Recruiters can mail letters to individual prospects; however, recruiters cannot mail to lists without prior approval from HQ, USAREC.

A tough year



— the State of the Command reflects change

by MG Kenneth W. Simpson

I regret that I can't come out in person to each of your locations to update you on the state of the command. I'd like to give you my thoughts about our accomplishments during the past year and the challenges we face in the year ahead.



MG Simpson

When I came to the Recruiting Command last year, I felt I already knew you by your reputation. Everyone I spoke to before I assumed command told me I would be working with some of the finest soldiers in the Army. Now that I have travelled across the country and met so many of you, I am proud to say that reputation is clearly deserved. I have seen your dedication and the hard work that has consistently given America's Army the quality young men and women it depends on.

This is traditionally the time when we pause to look back over the past year and to take account of what has been accomplished. FY 94 was a challenging year, but also a year of notable success. Each and every one of you can take great pride in

the fact that we again met the Army's accession mission, and at the same time produced one of the best quality years ever.

You accomplished all this in a period of diminished resources, high personnel turbulence, and tough market conditions. You made it happen. You can and should take great pride in that fact.

We've all been through a lot of changes this year; 1994 was a year in which a lot of programs that were put in motion culminated in what we have today. Downsizing started in late '80s. We benchmark from about 1990 when decisions had to be made to shape USAREC to meet future missions and Army strength.

The organization began to change — a number of recruiters, stations, companies, battalions, and a brigade were programmed to be taken out of the structure. Budgets declined, and the mission came down. From 1990 to 1994 our mission was reduced by about 22 percent, the budget was reduced by 31 percent, and within that budget advertising was reduced 40 percent. The number of recruiters in the field went down by 26 percent.

In those years we had a major downsizing effort. We cut 15 battalions, our headquarters had a 27 percent cut, we cut stations from over 2,000 to a little over 1,400 — a 29 percent reduction. This was a deliberate and needed downsizing. And 1994 was the culmination of a lot of those things. Market changes, declining propensity, and the results of

reduction in our advertising budget — fewer commercials, less frequency and reach, less ad recall — all contributed to a tougher market.

1994 was, from a market standpoint, the toughest recruiting year we've seen in over a decade.

I will characterize 1995 as a year of transition for USAREC. We will see major changes in our force structure with the addition of a second deputy commanding general and a new brigade, as well as some battalions realigning under the changed brigade configuration. This year will also see the Recruiting Support Command join our headquarters as another battalion. We began implementation of Success 2000 this month, with the intent to improve our business practices, and work continues on Recruiting 2000 to change our automation architecture and how we will recruit. These changes are necessary to make USAREC ready to meet the recruiting challenges that lie ahead.

As for mission, we have more or less hit the bottom of the Army end strength from the recruiting standpoint, but in 1995 we will begin contracting the first recruits for the FY 96 accession mission. Somewhere before the fourth quarter of FY 95, the first contract will be written for somebody to go into the Army in FY 96. FY 96 is when our accession mission will increase to somewhere in the mid-80s. In FY 97 it jumps up to over 90,000. So in FY 95 we're transitioning from the low end in the 70,000 range to meet the higher missions of FY 96 and beyond.

What does this mean to USAREC? It means that the recruiting force necessary to meet those increased accession missions has to already be in place. We need to identify, assign, train, and get on production the recruiting force necessary to deal with the larger accession levels that will

Continuing to Provide the Strength

Army Reserve Accessions



Mission: 68,000

Projected: 68,086

HSDG/I-III/IV Goals: 95/67/2

HSDG/I-III/IV Projected: 95/71/2

Another Good Year Despite Turbulence



Army Reserve Accessions

Mission: 40,000

Projected: 40,541 (101%)

HSDG/I-III/IV Goals: 95/67/2

HSDG/I-III/IV Achieved: 95/70/2

come. That has to be done this year. Regular Army recruiter strength will grow from 4,200 to 4,950 by June 1995.

All the support dollars have to be in place too. That's necessary growth, to prepare ourselves for the outyears. The number needed to sustain steady state is projected to be 90,000 enlistments — from 1997 on, the annual accession requirements for the regular Army will be around 90,000, with a comparable growth factor in the USAR.

Meanwhile, in 1995, we're going to see recruiting as a growth industry, unlike most activities in the Army, which will continue to downsize. (USAREC actually had some minor growth this year compared to last year.)

We're going into a "growth mode" to support the outyear steady state accession mission. We will rebuild the recruiting force to a level that supports 90,000 accessions, and we will restructure the command to best support that recruiting strength. We're going to modernize the way we do business and we're already in the process of doing that. Recruiting 2000 is going to change our automation architecture; as part of that S2K will change our business practices, to meet the recruiting challenges that lie ahead.

We will be receiving a larger advertising budget. This will allow for increased exposure at the national level and improvement in your local advertising capabilities.

We are putting together a new recruiter workstation, but there's much more. We're also looking at production controls, the way we mission, how to improve productivity across the board. All of that will become very visible in 1995 when we test our Recruiting 2000 and Success 2000 concepts.

In FY 95 we will have the people and resources we need to begin moving toward accomplishment

of our outyear missions. The end state won't be achieved completely in 1995; Recruiting 2000 will take about three years to be fully on-line, and some of the organizational changes will may take us longer than FY 95 to accomplish. By FY 97, when we reach steady state, we will have refined a lot of things. Recruiting 2000 will have been tested, we will have fine-tuned our business practices under Success 2000.

In FY 97 all of these processes will have matured, and we will have positioned ourselves to meet the recruiting challenges of the 21st century. By the year 2000, USAREC has to be up and running in order to meet the Army's requirement. Society's changing and we've got to change with it.

As I mentioned in last month's *RJ*, we have taken a number of steps to improve quality of life and family support, with the addition of chaplains and an increase in family support funding this

I am concerned, as I know you are, about the quality of life for the recruiting force and their families. I am committed to making additional progress in this area wherever possible.

year. Our people are paramount, they are the great strength of USAREC.

I am concerned, as I know you are, about the quality of life for the recruiting force and their families. I am committed to making additional progress in this area wherever possible. As a result of our efforts in this area, there will be more chaplain support and more support for families. Our efforts in the area of business-practice improvement will also have a positive impact on quality of life by making each recruiter more efficient.

You should know that the senior Army leadership, from the Secretary of the Army and the Chief of Staff on down, are grateful for what you are doing and are personally involved in your continued success. ●

Meet the new DCG



BG Patricia Parsons Hickerson was born in Kentucky and received her bachelor's and master's degrees from Converse College. She was commissioned in the Women's Army

Corps in 1968 upon completion of the WAC Officer Basic Course at Fort McClellan, Ala.

Her assignments have included: Manpower Control Division, Military District of Washington; command of the 14th Army Band at Fort McClellan; branch advisor, Combat Service Support Branch, Readiness Group Atlanta, Fort Gillem, Ga.; admissions officer at USMA, West Point; personnel management officer, 8th Army, Korea; deputy G-1, 2d Infantry Division, Korea; the Military Personnel Center at Alexandria, Va.; military assistant, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs; chief, Personnel Actions Division, VII Corps, Europe; commander, 38th Personnel and Administration Battalion, VII Corps; the Adjutant General, US Total Army Personnel Command, Alexandria, Va.

Her joint assignments have included serving as administrative assistant to the chairman of the Joint Chiefs of Staff and as commander of MEPCOM, North Chicago, Ill.

The military schools BG Hickerson has attended include: Women's Army Corps Officer Basic, Infantry Officer Advanced Course, US Army Command and General Staff College, and the National War College.

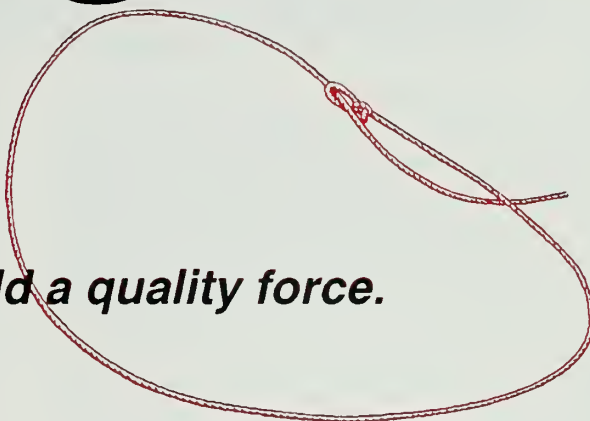
BG Hickerson's decorations and awards include: the Defense Superior Service Medal (with one oak leaf cluster), the Legion of Merit, the Meritorious Service Medal (with four oak leaf clusters), the Army Commendation Medal, the Joint Chiefs of Staff Identification Badge, and the Order of the Horatio Gates Bronze Medal and Gold Medal (AG Corps Association Recognition).

BG Hickerson will join USAREC as DCG (West) on Oct. 21, 1994.

Closing the loops

—ENTNAC helping to build a quality force.

*by SFC Kelly Jensen, HQ USAREC,
Recruiting Operations*



The Entrance National Agency Check program is part of the Army's continuing effort to have a quality force. Many of the changes made in the past year are due to an effort to close the loopholes in the present system and to provide a tracking system. We are trying to ensure that criminals do not join the Army. We train every day for the eventuality of war. The Army environment should be a safe place for our families to live. We should not have to worry about criminal behavior.

Some of the changes that have been implemented in the past year include a mandatory 15 day waiting period before shipping to active duty soldiers who qualify for an automated ENTNAC. If the results are not returned within 15 days, a mandatory 60-day renegotiation is required. This is due to the high probability of a possible match. There is a mandatory 30-day waiting period for soldiers who do not qualify for an automated ENTNAC and had a manual ENTNAC submitted. A mandatory 90-day waiting period is required for soldiers who have a felony listed on their DD Form 398-2 (regardless of the disposition), or who have a waiver from HQ USAREC, or any waiver involving a conviction or other adverse disposition involving drugs or drug paraphernalia, possession or use of a weapon in the commission of a crime, assault, battery, any sex-related crime or the possession of or use of false identification, or the alteration of identification.

A possible match results are from a by name computer database check at Defense Investigative Service. When the computer matches the name submitted with information on their database, we

receive a possible match. This information is generated back to MEPS electronically, and the Army counselor receives it the next day. Within 21 days, we receive the hard copy information, commonly referred to as the RAP sheet.

The possible match system has also changed. There are exceptions to ship a soldier who has been determined to be a different person by the battalion operations officer (after the interview and completion of police records checks). This exception is submitted through channels to HQ USAREC, ATTN: RCRO-PP, for Regular Army, and RCRC-PPS for Army Reserve. Unsure and same person cases differ for Regular Army and Army Reserve. For Regular Army, unsure cases will be renegotiated for at least 60 days after completion of police record checks and operations officer interview. A soldier will not leave for active duty without final ENTNAC results.

Same person cases for Regular Army will be reported to HQ USAREC waivers division (RCRO-WD) for approval to remain in the DEP. These soldiers require completed police records checks and will be renegotiated (if approved) for a minimum of 60 days. They will not leave for active duty without final ENTNAC results. For Army Reserve soldiers, the unsure and same person cases will have their training reservation cancelled and will remain under the jurisdiction of the unit commander until final results are received. The TPU commander will determine if discharge or a new training reservation is required and take appropriate action.

Any non-prior service soldiers whose ENTNAC results have not returned by their active duty date must have a control number to ship. If they

qualify for an exception, they will reach training without ENTNAC results. All Regular Army soldiers must have final favorable ENTNAC results before leaving training for their first assignment. Once the battalion receives the results, it is absolutely imperative that they be sent on to the training unit. Reserve soldiers are returned to their USAR unit without being awarded their MOS. Soldiers without results will remain at the training base in a holdover status until final results are received.

This is where the field recruiter, station commander, and guidance counselor can help. It is critical to our new soldiers that the DD Form 398-2 is accurately and properly completed. All questions must be answered; any yes answers must have the proper explanation. Drug use, financial problems, explanations, and previously completed clearance investigations are the most commonly missed areas. Careful screening for law violations to include parking tickets and incidents where the individual was questioned and released or no charges were filed, or the charges were later dismissed will ensure the proper ENTNAC path is chosen. Also, the return address and guidance counselor coding on the form must be neat and leg-

ible, or we will never see the final results. Careful preparation and legible completion of all information will speed up the ENTNAC process and in short, take care of our new soldiers.

There is a new requirement for all prior service and glossary non-prior service (DOS) soldiers to have completed police records checks in their applications before they enlist in the Army Reserve or the delayed military service obligation status for Regular Army. These checks must be accomplished everywhere the soldier has lived, worked or attended school since their last discharge from active duty or initial active duty for training. They must also have a new National Agency Check (NAC) unless we have proof of a favorable ENTNAC not older than two years. This requirement has been directed by HQDA and is one of the final remaining loopholes in the system to be closed.

HQ USAREC has a new ENTNAC manager, SFC Kelly Jensen. We are striving to make the ENTNAC process work smoothly and are always looking for suggestions to make the process work better. Your suggestions should be submitted in writing through channels to HQ USAREC, ATTN: RCRO-PP. The ENTNAC process is our program to make the Army the best place possible to Be All You Can Be. 🇺🇸

ENTNAC Guidance Sheet

ENTNAC Type	Criteria	What ifs
Automated (15 - 29 days DEP/DTP)	Normal automated criteria	If not returned by active duty date, must reno for 60 additional days (*required reno is due to high probability of a possible match)
Automated (30 days or more)	Normal automated criteria	After 30 days, battalion operations may grant exception.
Manual (30 days or more)	Violation(s) other than minor traffic, MOS requiring clearance, non-citizen, etc. No USAREC waiver. No battalion waiver for weapons, drugs, sex, etc.	After 30 days, may qualify for exception from battalion operations.
Manual (90 days or more)	Those with felony listed, USAREC waiver involvement drugs, weapon, sex, etc.	If not back after 90 days in DEP, may ask for exception from DA via RCRO-PP. Only ones considered are those with one or two DISMISSED felonies, which can be supported by a court docket. Whole person concept also considered.
Possible Match Cases	Same Person (Concealed Violation)	Results must return (from new PM manual submission) prior to active duty date. Renos considered on a case-by-case basis. 120 days delay required.
Possible Match Cases	Different person	Proof provided to operations officer. Submit request to RCRO-PP via brigade.
Possible Match Cases	Unsure	Conduct all records checks. Reno for a least 60 days. Can not ship without results.
Possible Match Cases (no RAP sheet)	Wait 21 days for RAP sheet	If no RAP sheet within 21 days, reno for at least 60. Submit PM manual without sheets, but with note.

Consider the following: Under no circumstances will the above scenarios access without results.

***Felony (OAD or otherwise), history of moral turpitude (extensive violations) as evidenced by USAREC level waiver or battalion level waiver involving weapons, drugs, violence, etc.**

Training is the key to success

by CPT Mark E. Green
Commander, Dayton Recruiting Company

Editor's Note: The following is a view from the field. While USAREC's Training Directorate has a command METL currently being staffed at brigades and battalions, USAREC Reg 350-4 provides training guidance, USAREC Pam 100-5 provides doctrine, and a periodic skill assessment program is mandatory for all, the following article is presented as a thought-provoking suggestion.

"Weapons are an important factor in war, but not the decisive one; it is the man and not the materials that counts."

Mao Tse-Tung

The idea that man is the most important element in the battle hinges on one critical assumption: that the soldier is trained. Without proper training, it is impossible for the soldier to fight and win regardless of the quality of his doctrine or equipment.

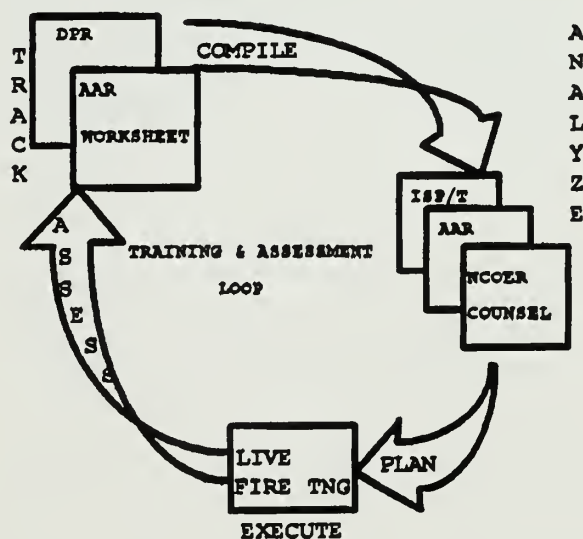
This dictum is not alien to USAREC. Sending an untrained recruiter into the fight will result in, at a minimum, the loss of a good NCO to our Army. Training recruiters and station commanders requires the same intense assessment, planning, and evaluation as does training infantrymen. The tools established for the fighting force equally apply to "putting 'em in boots."

There are several keys to quality training. Realism, battle focus, and multi-level training are just a few. However, without an effective assessment you cannot plan quality training. Back in the line, the after action review (AAR) serves as the critical link between past training and the plan for future training.

The focus of every AAR is two or three areas in which the unit needs improvement and two or three strengths that should be sustained. Adapt this approach to the recruiter and station commander to create your own Recruiter Monthly AAR Worksheet.

If you look at the problem from a USAREC perspective, each RSM is an ARTEP and deserves an AAR. Conventional counseling serves no purpose if it fails to identify weaknesses and focus the training effort on the next month; therefore, your counselling form should focus evaluation on those tasks essential for success, those mission-essential tasks.

A second page might include one or more areas where the recruiter, his or her station commander, or company commander or first sergeant, identifies a "most significant weakness." The form also should plan training, follow up, and re-evaluation. The leader can also document success of the follow-up training on this form.



What are recruiting tasks critical to success? Unlike traditional military units, the list of mission-essential tasks for recruiting are interdependent. A rifle company commander with a platoon untrained in assault but trained in breaching can use that platoon to breach and his other platoons to assault; the company achieves its mission. However, if a recruiting station can prospect but not sell, the RS will fail. This predicament makes identification of METL tasks and development of effective evaluation criteria maddening. What follows is a possible METL for stations and companies. Each task is given criteria to determine the unit's level of effectiveness. This, augmented with other tools, can assist in determining a unit's primary weaknesses and the commander in focusing training.

Prospecting

It is no secret that the road to the floor begins with prospecting; therefore, including prospecting on the METL is not controversial. The culmination of good prospecting is a conducted appointment. Without an appointment there is never going to be a contract. Although USAREC requirements are changing, four conducted appointments per recruiter per week is still an indication of successful recruiting.

To determine if a station is meeting this standard use the following formula: Total the appointments conducted, divide by the number of weeks in a time period, and by the number of recruiters present. This gives the average number of appointments made per recruiter per week. If it is less than four, then the station is not fully trained. If it is less than three, the unit is untrained. The line between partially trained and untrained can be adjusted, but three is 75 percent. Going below that figure means we accept less than we would from an engineer squad laying a minefield during an ARTEP.

Sales

The heart of this business is selling. From presentation to close, there is one objective — getting the applicant to say “yes.” What typically follows is a trip to a testing center. “The funnel,” as the field affectionately refers to it, articulates that 36 percent of all conducted appointments should go to the test site. This percentage considers those persons who fail the practice tests and who therefore never take the actual test. The 635 does not report persons who have taken the test elsewhere.

For an accurate assessment of selling, use the total number of packets completed. This allows for

persons who were convinced to join and had already tested. Dividing the number of packets by the total appointments conducted gives a percentage to compare to the 36 percent standard. If a unit achieves 36 percent, it is trained; here again, 75 percent of the trained standard would be a good dividing line between partially trained and untrained.

Processing

Perhaps the least difficult task to establish criteria for is processing. This is the only aspect of recruiting that I see as pure science — quality packet preparation and good prescreening results in measured results. A floor conversion of 80 percent is an achievable goal and identifies a trained unit. Less than 70 percent floor conversion is unacceptable and reveals an inability to be attentive to detail, at a minimum.

DEP/DTP Management

Management of privates has numerous goals. Recruiters are expected to train their privates, care for their needs, and, most of all, keep them “sold.”

Evaluating the preparedness of privates for basic training is easy and it is the most rewarding of any training task. A company that has established minimum individual tasks to be trained can evaluate privates on those tasks much like the CTT or SQT is done. Each recruiter and station is then evaluated on the percentage of privates who pass a given number of these minimum individual tasks.

DEP losses are manageable to a degree. It is safe to assume that a small percentage will be injured, become involved in a hardship, or any number of viable excuses for not shipping. However, too many losses are a clear reflection of a lack of training on how to manage soldiers' needs and keep them motivated. Because the numbers of shippers vary from month to month, DEP loss should be calculated on a year-to-date basis. I propose using the USAREC minimum standard, 7 percent for a trained unit, 10 percent for untrained.

The above METL, the after-action review worksheet, and training philosophy are not revolutionary, but rather evolutionary. Each is merely an adaptation of what is used to maintain the preparedness of history's best trained army. A proper identification of the essential tasks, evaluation and assessment of the unit's abilities, and a focus on properly targeted weaknesses produces results every time. 🧠

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I am concerned that the recruiters in Ohio's Cleveland and Columbus Recruiting Battalions are going to be locked out of future senior male and female contracts. The flip side of that is that we could be locked in. Here's my reasoning:

The state of Ohio over the past year has been implementing and refining a program that culminates in high school as a career plan. The program starts in grade school with presentations given by professionals to target grades. Upon entering high school, the student meets with their guidance counselor and initiates a career folder. This career folder maps the student's interest and goals, integrating course work, extra-curricular activities and testing. This process is refined as the student progresses, branching into academics, technical, and vocational pursuits.

My point is obviously that we need to be in on the ground floor. My station has been giving presentations to second, fourth, sixth, and eighth grade classes working with the district coordinator and is a member of the local board which is monitoring the program. Our objective is to include the Army in as many career plans as possible -- if only as a college financing option -- we feel that the earlier the students explore the finances of the future the more likely they are to include us in the folder. We do the same education with the high school counselors. They need to evaluate the family's resources, possibly reiterating our message and including it in the folder.

If we are not in this career folder prior to the junior year, I feel that the folder could be used to lock us out. Some counselors will welcome the folder as a deterrent

to the recruiter, even if it is to the student's detriment.

My concern is that when I'm around other recruiters or bring up the subject at company training, no one seems to know what I'm talking about. This concerns me.

Note: I was glad to see the new open station policy. I brought this up one year ago with an additional item -- that LRLs are scrubbed quarterly and rotated. The LRL could be copied (X 4) and put to bed quarterly, thus giving the station recruiters fresh prospects and lessening the "This guy's not going to join" syndrome.

Chief of Staff responds:

I wish to commend you for your efforts in becoming involved in the state of Ohio's Career Plan Program. Your foresight and willingness to work with educators on their new career plan program at the elementary and middle school level shows much initiative.

The American education system is changing rapidly state by state. Since the education of our children has always been a local issue, it may look different in each state, but a common thread will be visible. In this instance, career planning is the common thread.

There is definitely a need for career exploration and career planning at an early age. This gives our children the opportunity to be better prepared for life.

The Army Recruiting Command has seized upon this opportunity and has developed a recognition program called "Planning For Life." This program spotlights exemplary career planning programs for children in grades six through fourteen. Awards will be presented annually at the state and national level. The first national

awards were presented this year at the American School Counselors Association (ASCA) Conference on June 25, 1994. Enclosed is a Planning For Life brochure. More copies should be available through your battalion education services specialist.

The state of Ohio became one of the initial states to participate in Planning For Life. Mr. Edwin Whitfield is the president of the Ohio Career Development Association (OCDA). He is also a board member for the National Consortium of State Career Guidance Supervisors, which administers Planning For Life. He is well aware of the program and information on Planning For Life appeared in OCDA's Spring 1994 newsletter.

Once again we welcome your efforts and ideas. We plan to include your ideas in the next *Recruiter Journal*. Also a copy of your letter and our response will be forwarded to the education service specialists of the Cleveland and Columbus Recruiting Battalions for their consideration.

Concerning your reference to lead refinement lists (LRL), the newly revised USAREC Regulation 350-7, Recruiting Station Production Management System, will allow you to use your innovativeness. It eliminates recruiting zones, therefore allowing you to implement a quarterly LRL refinement list rotation.

A recruiter writes:

I understand that USAREC made its accession mission earlier this month (RSM August), my question concerns the accession versus the DEP mission.

I know that the DEP mission is higher than the true accession requirement due to the DEP losses, etc. that occur. I don't understand why we continue to have a high DEP mission remaining throughout the year. Recruiters in the field continue to work long hours and weekends to accomplish the DEP mission, while I read in the *Army Times* that we are "boxed" year to date.

Solution: Continue to prospect so that FY95 will start off well, but maybe some sort of retroactive mission reduction across the command. I know retroactive sounds off the wall, but I think it would help a lot of areas out. If not then maybe a commandwide weekends off to make up for all the long hours, weekends, etc. that have kept the recruiters of USAREC successful for the FY94 mission accomplishment have time to make up with their families who are the backbone of the recruiters in field. Regular civilian salesman who are highly successful such as Zig Ziegler, recommend in their books that time off with the salesman families is just as important as prospecting. Just a suggestion.

The Chief of Staff responds:

Thank you for your The Way

I See It submission regarding your proposed contract mission reduction.

Due to increasing accession requirements in the future, we cannot grant a contract mission reduction. Contract achievements today provide accessions in the future. Accessions represent soldiers needed by our Army. Reducing the contract mission would place us in danger of missing future accession requirements or could result in another Operation Grad.

As you know, the individuals you contract go into the Delayed Entry Program. The size of the Delayed Entry Program, along with ongoing contract production, must remain adequate to meet accession requirements for several months. This is even more important with the addition of security clearance processing requirements, implemented in January of 1993, which can require weeks for a security check to be completed.

I share your concerns regarding recruiter quality of life. Recruiting is a tough business and we must work smart to ensure adequate time for family and personal affairs. Future business practices, as part of Recruiting 2000 and Success 2000, are designed to help improve productivity and quality of life.

Thanks again for your submission to The Way I See It. Good luck in your future recruiting efforts.

How do you see it? Send your comments on the form on page 21.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
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Fold here first

Reengineering the Command

by COL Stewart K. McGregor, Chief of Staff

America's Army is already moving into the 21st century, transforming itself into an Information Age fighting force for the next millennium. Breaking free of Cold War concepts, Army leaders began four years ago to lay the groundwork to develop an Army different from today's.

Work has already begun within the United States Army Recruiting Command. Changing market conditions and increased competition from businesses, educational institutions, and other military services means that USAREC must reengineer itself or risk failure. Advances in information technology offer USAREC an opportunity to look at itself from a new perspective and ask basic questions about the performance and distribution of organizational functions. By the turn of the century, USAREC will be an Information Age organization from the headquarters to the individual recruiter.

This redesigned force will be better able to operate in an unpredictable and changing environment at higher productivity levels. USAREC will use new business processes, modern information technology, and empowered people to meet the Army's manpower requirements for the next millennium.

Why change?

Let's first put USAREC in proper perspective with Army changes.

■ The Army of 2010 will be different from the Army of 1994. The Army's roles and missions will be infinitely more complex than they have been previously. The Army will still be charged by the American people and their elected leaders to defend the homeland. War-fighting, the Army's core competency, will remain paramount; however, operations other than war — peace keeping and peace making, humanitarian operations, disaster

relief, nation building, and other missions yet to be determined — will change the Army's operational processes. USAREC, too, will be part of that change. How USAREC sells this new Army to our target market and influencers will be vastly different.

■ The environment is changing. From a historically high positive propensity in 1989, all the military recruiting services have seen a significant decline in the propensity of its target market. Positive propensity to join the Army has dropped over 40 percent in the last three years. Conversely, negative propensity (those young people who say they definitely will not join) has risen by 13 percent over the same period.

■ Added to declining propensity is a decreased market population. Our prime market, quality young people age 17-21 who have finished high school, is increasing at a much slower rate than the total population. The 1994 prime market is over 25 percent smaller than the 1984 prime market. Not until 2015 will the prime recruiting population equal that of the 1980s. Recruiters will have to gain greater market penetration just to maintain past production levels.

■ Declining recruiter productivity is another reason to reengineer USAREC. USAREC uses two major statistics to measure recruiter productivity — market share and recruiter write rates. Since FY 89, the Army's quality market share compared with the Department of Defense has decreased over 6 percent while individual recruiter productivity has slipped 25 percent. With both market share and individual recruiter productivity on the wane, it's apparent that change is required.

■ Applicants are becoming increasingly more sophisticated and demanding. The old adage that the Army can provide "three hots and a cot" falls far short of the altered expectations of today's youth. The quality young people that the Army is

looking for now have more choices than ever before. Competitors are not just the other recruiting services but businesses and educational institutions as well. The Recruiting Command must be prepared to meet the increased demands of its quality prospects by adopting a customer-focused approach.

Renewing USAREC's competitive capabilities is not an issue of getting people to work harder, but rather one of learning to work differently. This means that we must *unlearn* many of the principles and techniques that brought us success for so long.

The Information Wave

Today, USAREC is at the threshold of a new era, made possible by the enabling role of information technology. The Industrial Age is being superseded by the Information Age. The status quo has been shattered by technological change and, in particular, by information technology changes. If information technology can improve recruiting productivity and reduce costs, it will automatically create a competitive advantage.

The Recruiting Command's success or failure will depend on its ability to embrace information technological change, learn to manage it expertly, and make it our primary competitive advantage. Although information technological change will be a very reliable feature of the Information Age, organizations that expend significant resources on the new information technology but don't change their business processes — the way people work, the way they're organized, the way they use technology — will experience significant difficulty in exploiting that new technology.

USAREC could not survive without technology in general and information technology in particular. But while information technology has great potential, it is difficult to use effectively. Reengineering addresses these problems by designing effective use of information technology directly into revised business processes.

Starting over

A set of principles laid down more than two decades ago has shaped the structure, management, and performance of USAREC. The time has come to retire many of those principles and adopt a new set, to reengineer USAREC.

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical performance areas.

Reengineering means starting all over, starting from scratch

Reengineering means forgetting how work was done in the age of the mass market and deciding how it can best be done now. What matters in reengineering is how work will be organized today, given the demands of today's market and the power of today's technologies.

Reengineering isn't about "fixing" anything. Reengineering means starting all over, starting from scratch — identifying and abandoning the outdated rules and fundamental assumptions that underlie current business operations. Old rules based on flawed assumptions about technology, people, and organizational goals no longer hold. Unless USAREC radically changes these rules, only superficial improvements will be made.

Reengineering starts with the basic assumption that it is no longer necessary or desirable to organize work around tasks. Task-oriented jobs in today's world of customers, competition and change are obsolete. Instead, USAREC must organize work around "process" — a set of activities that, taken together, produce a result of value to a customer, e.g., sales. Most people are not "process-oriented." Rather, they are focused on tasks, on jobs, on people, on structures, but not on processes.

Process orientation

Dramatic improvements can only come about by looking at an entire process. This normally cuts across organizational boundaries. Modifying narrowly defined tasks and working within predefined organizational boundaries will not yield the significant results the organization is looking for. Continuous improvement may be possible, but not radical change.

Figure 1 is a high-level process map of the Recruiting Command. It outlines USAREC's major operating activities. The strategy development process converts market requirements into a business strategy, which identifies markets to be served and services to be offered. For example, 2- and 4-year colleges are an excellent market and can be

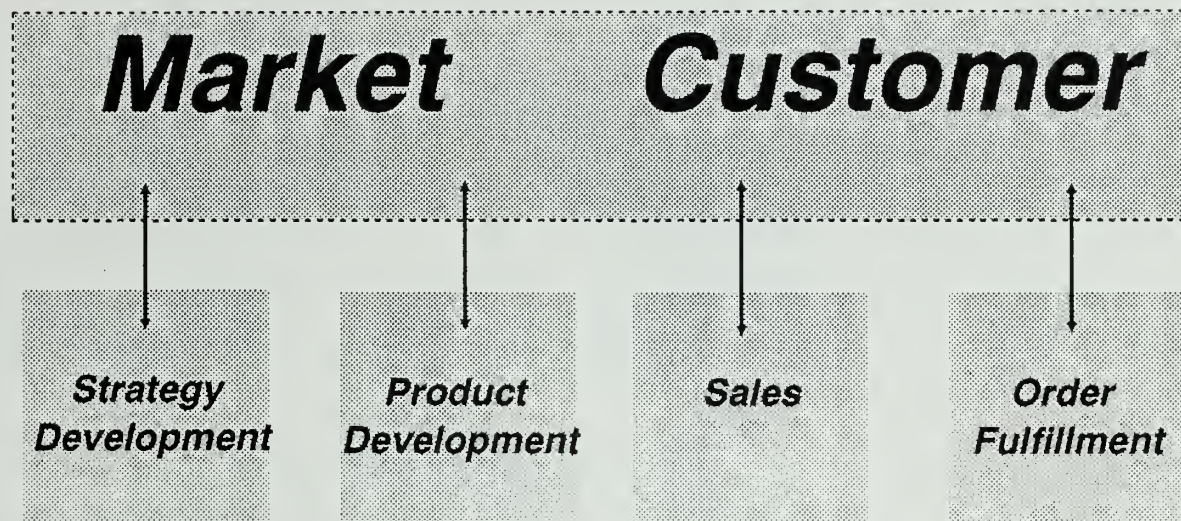


Figure 1

served by the Army's guarantee to pay off federal student loans as part of the enlistment package.

The product development process uses this "output" to produce new "product designs." In this case the product is intangible — an enlistment contract. Nonetheless, product design of new features, benefits, and options to the enlistment contract is paramount to successful recruiting. Currently, money for college and obtaining a skill are the two major reasons why qualified young people enlist. Recruiting Command products must meet and exceed these customer needs.

Is sales a process?

Sales *is* a process — think of it as moving a prospect through the sales and processing cycles to the point of signing an enlistment contract. This process uses product designs and customer requirements as inputs. Order fulfillment is USAREC's payoff. It converts an order into a product that is delivered into the customer's hands; in this case, shipment of the applicant (customer) to the training base.

USAREC's process map includes something that is almost never displayed on an organization chart: the customer. Customer requirements and expectations must be taken into account, particularly in the sales and order fulfillment processes.

Once processes are identified and mapped, deciding which ones require reengineering must be considered. No organization can normally reengineer all of its high-level processes simultaneously. In

USAREC's case, one of the major processes requiring immediate attention is sales.

Sales are slipping. Recruiter productivity is on a downward trend. Getting to the root cause is key to understanding and fixing the process. For example, USAREC has a high ratio of checking and controlling work (internal controls, management and reporting) that doesn't benefit the customer, only the organization. It does not contribute value to the product or service. Some checking and control will always be necessary; the question is whether it forms too great a portion of all work performed.

The root cause

Checking and controlling work is only the symptom. The root cause is the incompetence and mistrust that comes from fragmentation. The objective here is not to make checking and control more efficient, but to eliminate its root causes.

In this case, fragmentation of the sales process might be eliminated by combining several jobs into one. In USAREC, the sales process is broken down into two distinct functions. The recruiter is responsible for finding the prospect and selling the Army. Handoff of the prospect is then made to the guidance counselor who, because he has access to online, automated data bases, sells the prospect a job. Errors and misunderstandings between recruiters and guidance counselors are commonplace, because no individual has responsibility for the entire sales process. This sequential, task-oriented, specialized division of labor just isn't as

productive as it could be.

Combining the recruiter and guidance counselor positions into one would ensure that one individual was responsible for the beginning-to-end sales process. Rapport, built between the recruiter and prospect, would be carried through the entire process, resulting in more sales and a more satisfied customer. The order fulfillment process would also be enhanced. Losses between the time of the order (enlistment) and order fulfillment (ship time)

Someday wireless data communication will begin to eliminate the need for recruiting stations entirely

would be reduced. Satisfied customers do not experience buyer's remorse and decide they won't ship to the training center.

Recruiting has become increasingly more complex. As the number of tasks grew, the overall processes of producing an enlistment contract became increasingly complicated, and managing these processes became more difficult. The growing number of people in administrative support positions also grew.

Integrated processes reduce process administration overhead. Because recruiters involved in the process assume responsibility for making sure that customers' requirements are met in a timely, error-free manner, they need less supervision. Instead, USAREC should encourage these empowered recruiters to find innovative ways to reduce cycle time and improve productivity.

A final point in this area. Responsibility in USAREC will remain hierarchical and cannot be distributed, just like the rest of the Army. However, the Recruiting Command, again like the rest of the Army, will not remain hierarchical in the traditional sense. Organizational design will be less fixed, with more built-in flexibility.

Info technology as an enabler

The enabling role of information technology is key to accomplishing a successful union of combining recruiter and guidance counselor positions. Currently, guidance counselors have personal computer workstations to sell one of over 240 specific jobs based on the desires of the customer and the needs of the Army. Data bases are updated continually, providing real-time capability for guidance counselors to know exactly what jobs are available and where and when training begins. Recruiters currently have no automation capability.

USAREC's vision is to provide its sales force with portable, laptop computers with the same or greater capabilities that guidance counselors now possess. Recruiters will be able to sell specific jobs wherever and whenever they can. In short, recruiters would sell their customers in the marketplace — the customer's "comfort zone."

The real power of information technology is not that it can make the old processes work better, but that it enables the organization to break old rules and create new ways of working, i.e., to reengineer. For example, currently field sales personnel need offices where they can receive, store, retrieve and transmit information. Wireless data communications and portable computers make it possible for recruiters and leaders to request, view, manipulate, use, and transmit data almost anywhere without having to return to the office. Someday wireless data communication will begin to eliminate the need for recruiting stations entirely, except for some administration space.

The Recruiting Command needs to make information technology one of its core competencies if it is to succeed in a period of constant technological change. Recognition and implementation of the potential of new information technology will enable USAREC to gain and maintain a competitive advantage over its rivals.

Summary

Reengineering in the Army and USAREC has begun its journey. For USAREC, it will be a challenging, deliberate process that will require the talents of all the command's quality people. As the Information Age matures, it will provide the technological advantage needed to maximize the productivity gathered from revised business processes.

It is by no means clear exactly what the USAREC of 2010 will look like. But it is clear that we must open our minds to the power of change and ask ourselves "What could be?" 🌐



The RSC Cinema Van pulls alongside Peace Arch monument prior to crossing into Canada and making its historic 2,000-mile trek to Alaska. (Photo by Bill Pearce)

North to the future

by Katy Lindh-Wilson, Seattle
Bn A&PA

■ It all started when Seattle Battalion commander LTC John Tarr was visiting his Alaskan troops several months ago, and SFC Alvah Swain, our veteran in Wasilla Station (Alaska), made mention of having a cinema van appear at the Alaska State Fair. Just a thought.

Tarr thought it was a pretty good idea. So did USAREC commander MG Kenneth Simpson. Never having been done before, this project's time had come.

A special request submitted through channels to Recruiting Support Command got the characteristic "Yes! We can do that!" response from RSC commander COL Susan Cheney, and preparations began.

While Seattle Battalion commander CPT Scott Eisenhower and his Alaskan team worked with state fair officials to secure an appropriate site for a cinema van on the fairgrounds. Seattle Battalion executive officer MAJ Russel Jackson and A&PA TAIR guru Bill Pearce collaborated on a strategy for moving the van non-CONUS.

They considered everything from military airlift to barge. When the price tags, timelines, routes, and logistics had all been reviewed, they settled on the overland approach . . . the famous ALCAN (Alaska/Canada) highway. Famous for eating tires and stranding travelers somewhere in the wilds of British Columbia or the even wilder Yukon.

To understand the impact of this decision, it helps to look at a map. The Alaska Division of Tourism describes their turf this way, "Alaska is a huge state. With more than 375 million acres, it's twice the size of Texas and one-fifth the size of the entire lower 48 states combined."

Canada is pretty huge, too, spanning nearly 2,000 miles from the Washington State border to Alaska, alone. And then, there is that initial 3,000 mile jaunt from the RSC to Seattle. . . .

Cheney's intrepid team agreed to make it happen anyway.

The crew chosen to execute this historic mission consisted of SFC Michael Horn, a seasoned veteran of touring exhibits, and SFC Ronnie Carroll, brand new to the RSC fold.

Their non-stop trek across the United States had only cost them two tires and one broken taillight.

They were both primed and ready for the rest of their adventure -- the ALCAN.

In true Northwest tradition, Seattle Battalion loaded them up with field rations (a jumbo bag of M&Ms Peanuts), a *Milepost* magazine so they'd know where they were when they got lost, and two disposable cameras with which to record any excitement en route . . . like a charging moose or an inquisitive grizzly.

Carroll didn't fall for our tales of rampant wildlife. Both he and Horn are former recruiters. Mission first. What's a bear or two along the way?

Horn was equally unmoved. Forget the charging moose. "Is there a truck wash up there?" The important thing was to keep the rig up to its normal standard of pristine elegance.

And it was elegant as it inched by the stately Peace Arch monument at the Washington/Canadian border. Tourists snapping photos in Peace Arch Park turned to catch a shot of the glistening white rig with "Army" emblazoned on its side. It was historic. Never been done before.

The van and its crew made their run safely to Alaska. No blown tires or smashed taillights. No charging moose or bears. They just washed off several layers of ALCAN muck and set about doing what they do best -- showing off the United States Army at the Alaska State Fair.

Before they began their trek back to the "lower 48", Horn and Carroll traveled more than 8,000 miles and dazzled about 240,000 Alaskan fairgoers. They even sidetripped down the Kenai Peninsula to make that critical first-of-the-year impression with several local high schools.

So what's next? Puerto Rico. According to RSC deputy commander MAJ Hank Procter, the next non-CONUS challenge for an exhibit team will involve lots of salt water. Never been done before.

Dallas for a day

Story and photo by Helga Siterlet, Dallas Bn A&PA

■ "I've got to tell you, with all this downsizing, we are still hiring, and if I have a message for you today, it's that we will hire young men and women from your communities."

With those words, MG Charles W. McClain Jr., chief, Public Affairs Office, concluded his speech to the Grand Prairie (Texas) Rotary Club.

McClain's speech topics ranged from Army downsizing and cut-backs to future personnel strength requirements to upgrading outdated equipment and providing family and childcare programs. He explained the availability of extensive training for young people joining the Army. Every soldier in today's hi-tech Army is afforded equal opportunities for self-development.

"The fact that 90 percent of enlisted Army soldiers have high school diplomas, not GEDs, and recruiters today are bringing 95 percent high school graduates into the Army, means this country has an Army of people who have succeeded in something," McClain said.

"The Army is providing a great place for young men and women to grow and when they return to Grand Prairie, they are more mature, confident, and productive members of society," McClain said.

While in Texas, McClain visited the Hurst, Arlington, and Arlington Nurse Recruiting Stations in Dallas Battalion. He showed an interest in their mission and answered command information and community relations questions. In recognition for hard work and a job done well, McClain handed each station commander the Public Affairs Chief coin.



Hurst Station recruiters, SFC Mark Edwards, SGT Alexis Rogers, and SGT Charles Bradshaw talk with MG Charles W. McClain Jr.(center) during his visit to the station.



■ SGT Glenn C. Hazelton of the Big Rapids Recruiting Station (Mich.) directs photographer Greg Calidonna during a photo shoot for a new adventure poster. Using The Way I See It column in this magazine, Hazelton expressed his concern for the need for an Army adventure poster. He said most people join for adventure, they always "want to know where I've been and what I've done." So Advertising and Public Affairs held a commandwide poster contest. Hazelton's poster idea was selected, and he traveled to HQ USAREC during July to shoot the poster. His new adventure poster is due to hit recruiting stations 1st quarter, FY95. (Photo by Fort Knox TASC)

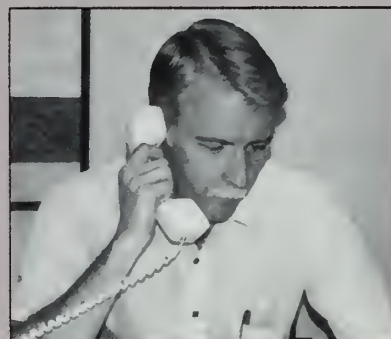
USAREC military and civilian Suggester of the Year

by Larry Cox, HQ USAREC, Resource Management and Logistics

■ Mr. Terry Milam of the Columbia Battalion and CPT Charles Bailey Jr. of the 2d Recruiting Brigade staff were selected as USAREC's Civilian and Military Suggester of the Year for 1994. Milam and Bailey received commendation certificates signed by MG Kenneth Simpson for their selection.

Milam suggested that the command use the "Saver Service Plan" offered by Southern Bell and South Central Bell. The plan allows large organizations to reduce their cost for calls within their calling area by purchasing a specified number of minutes per month for a fixed price. Milam's suggestion resulted in a 55 percent reduction in costs for local calls affecting six different recruiting battalions. His initiative is saving the command an estimated \$169,839 annually. USAREC is inquiring to see if other Bell operating companies offer similar cost saving plans. Milam received \$4,049.20 for his approved suggestion.

Bailey's suggestion provided a method and a tool to assist efforts in recruiting MOS qualified Individual Ready Reserve members for current or future needs of USAR Troop Program Units. The automated program, Vacancy Potential Transcript, or VACPOT, has saved countless man-hours of effort with an estimated savings of \$360,000. Bailey received \$5,000 for his approved suggestion.



Terry Milam



CPT Charles Bailey Jr.

Support wins

by Rita Fuhr Marowitz,
Director of Customer Education, DDP Delta

■ Elizabeth Ann Butts, Family Services Coordinator at the Tampa Recruiting Battalion has been recognized for exceptional effort in support of the Uniformed Services Active Duty Dependents Dental Plan. DDP Delta, the administrator for the dental plan, selected her to receive an Award for Excellence. The award is presented "in grateful recognition of outstanding support of the Uniformed Services Active Duty Dependents Dental Plan" through her outstanding commitment to helping service families at Tampa Battalion learn about and use the plan.

The DDP Delta Award for Excellence is presented on a

very limited basis to Uniformed Service staff who genuinely go above and beyond the call of duty in supporting Dependents Dental Plan at their installation. Dependents Dental Plan is the DoD-sponsored voluntary dental insurance plan that covers a full range of dental services from check-ups, cleanings, sealants, and fillings to oral surgery, root canals, gum surgery, crowns, and braces. Enrolled dependents can make appointments with any licensed civilian dentist, but receive the greatest value if they choose one of the more than 117,000 participating Delta dentist offices nationwide. At present, nearly two million dependents are enrolled in the plan. Service members can enroll their eligible dependents at their military personnel office.

More information about Dependents Dental Plan is available from your battalion family services coordinator.



Elizabeth Ann Butts, Family Services Coordinator for Tampa Battalion

The flood of '94

by Marilyn Weitzel, Atlanta Bn
A&PA

■ Macon Company played host to BG Rip Roper, USAREC's deputy commanding general, for a luncheon with Atlanta battalion staff members and Macon Company recruiters. The occasion was a visit requested by the deputy commanding general. He wanted to view weather damaged counties of middle and south Georgia victimized by the worst flooding in that state's history.

During the luncheon CPT Donna Howard, Macon Company commander, briefed Roper on the disaster, which caused extensive damage in 42 Georgia counties and was ultimately responsible for 28 deaths.

The heavy rains began July 2 and drove thousands from their homes, washing out roads and bridges while rendering scores more impassable. The city of Macon was forced to cut off its water supply, and on July 6 a curfew went into effect. Boats replaced autos as the mode of

travel within the city as the completely flooded streets and roadways forced a halt to ground traffic.

Finally, on July 22, the population of Macon rejoiced as water was restored, although it would be yet another five days before it was declared safe to drink.

Although the flood forced suspension of recruiting operations, local recruiters canvassed the community, showing concern for the residents and offering their assistance on a daily basis. A local mayor, Ronald Walker, was a special guest at the luncheon and praised the recruiters and extended the appreciation of the grateful townspeople for the military members who banded together to aid the local citizenry in recovering from the catastrophe.

Even as the crisis lessened and recruiters began reinstating their operations, they were instructed by their company commander and first sergeant to preface their calls to prospects and parents with questions on the needs of the families and their well being. "We're trying to get the message across that we are here as con-

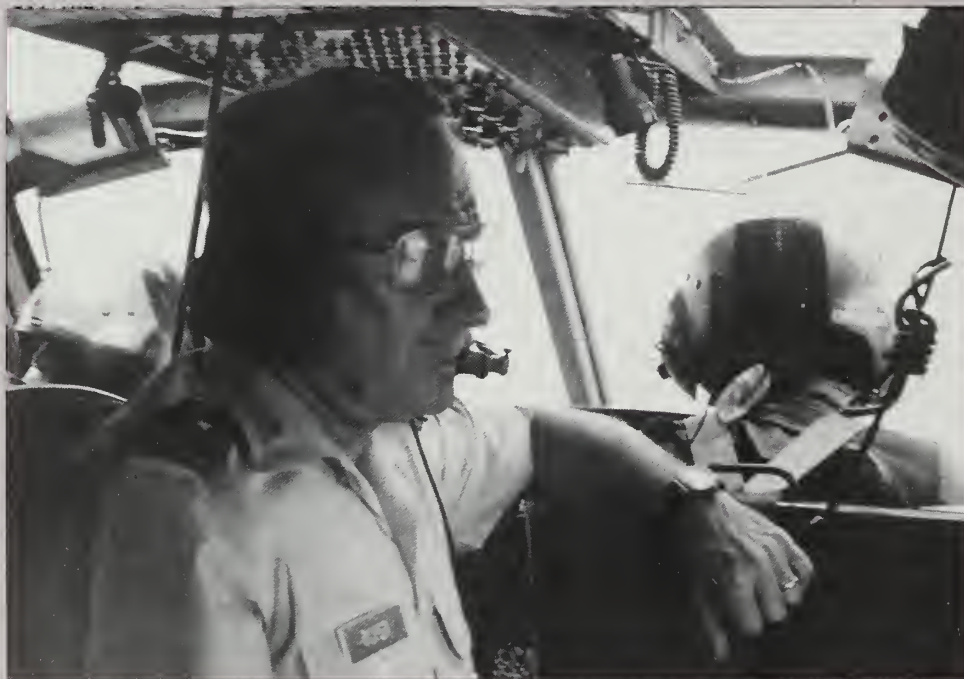
cerned members of the community -- not only to take, but to give as well," said Howard.

It should be noted that Albany and Bainbridge Recruiting Stations took no mission relief, but still made mission.

After the luncheon, Atlanta Battalion commander LTC Bonnie M. Goldsmith escorted Roper on a helicopter tour of the flood ravaged areas of south Georgia.

Roper viewed the stark scene where a burst dam had unleashed tons of gushing water, crumbling bridges, homes, trees, and any other objects in its wake. The force of the waters had literally gouged the face of the entire countryside in a broad path the width of several city blocks, stretching endlessly, mile upon mile.

After the tour, Roper thanked all of his Atlanta Battalion hosts for a most enlightening overview of the Flood of '94. He congratulated the recruiters on their response and community involvement during the catastrophe and challenged them to set and achieve high goals as they resume their quest for Army applicants.



BG Roper gets an aerial view of the flooded area of south Georgia from his seat aboard a UH-1 helicopter. (Photo by Mark Schulz)

Putting out the fire before it starts

by AnnMarie Claycamp, USAREC Safety Office

Each year fires in the workplace, as well as in the home, cause death, injuries, and extensive damage to property. The month of October has been designated Fire Prevention Month. Everyone is encouraged to take this opportunity to review fire prevention and protection measures both on and off the job.

A fire within a recruiting station can cause devastating effects. The perils associated with a fire would prove to be a mission distractor. Commanders should review their areas of responsibilities to ensure compliance with Army and local fire policies and procedures.

Ensure that the no smoking policy is strictly adhered to within the facilities. Commanders and supervisors should look at the fire extinguishers within their facilities and check to verify that all appliances, extension cords, and multiple sockets meet Underwriters Laboratory Standards (UL).

Report for repair any defective or inoperative heating equipment. Always ensure that the equipment is not used until repairs are complete. Remember, electrical or other domestic type space heaters are prohibited from use in recruiting stations. Malfunctioning electrical devices (i.e., coffee pots) must be disconnected or turned off until repaired or replaced.

Carelessness while smoking is the leading cause of death from fires in the home. Never smoke if you are tired or under the influence of medication or alcohol, and never smoke in bed.

Faulty heating apparatus ranks as the second leading cause of home fire deaths. Cooking is the third largest cause of fire deaths in the home and the major cause of apartment fires. Never leave a stove unattended while something is cooking. Many home fires occur as a result of a child's curiosity. Remember, these types of fires cause numerous injuries and countless dollars of loss in property damage.

Take whatever precautions necessary to ensure a safe environment. The best means of providing

early fire warning is to install and check smoke detectors in the workplace and at home. Set up a regular schedule of checking the batteries in smoke detectors (when setting clocks for the seasonal time change is a good time). Learn how to respond quickly and properly if there is a fire; have an emergency fire escape plan, and know where to exit to safety.



Halloween night safety

Many injuries occur on one of the strangest nights of all — Halloween. Protect children from the various hazards that can accompany a fun-filled evening by ensuring that costumes are flameproof, allow for freedom of movement, and fit properly to avoid tripping.

Falls are the leading cause of accidents on Halloween. Trick-or-treaters should carry a flashlight, wear costumes, and carry bags or sacks that are light in color. Costumes should have reflectorized tape to ensure that children can be seen by motorists.

Youngsters under the age of 12 should be accompanied by an adult at all times, and older children should travel in groups and return home at an agreed-upon time. Instruct children not to eat any candy until it has been checked for evidence of tampering. Encourage safe behavior and protect your little witches, ghosts, and goblins from the dangers that lurk in the dark.

ARADS result codes

■ RECUSAR message 94-050, Arads Result Codes, reminds USAR guidance counselors and senior guidance counselors of their responsibility to update the ARADS Projection List Processing Screen.

USAREC Regulation 601-96, App C, Para C-3c(1), states the guidance counselor affecting the enlistment/transfer is responsible for accessing the ARADS Projection List Processing Screen and entering or updating the applicant's result code.

The *enter* key will be pressed changing screens until the message *change successful* appears in the lower right-hand corner of the screen. A list of codes can be obtained by using the *help* key.

Although the guidance counselor is listed as being responsible, the senior guidance counselor holds ultimate responsibility for completion of this action. It is important to update this screen in order to keep the command informed regarding the applicant's status.

Unit assignment within a reasonable commuting distance

■ RECUSAR message 94-047, Part II, addresses the assignment of currently in high school and high school senior soldiers to a TPU outside the reasonable commuting distance from their home.

Currently in high school and high school senior applicants will not be enlisted unless they have transportation to and from unit drills. If the applicant is willing to guarantee

attendance, a statement by the applicant is required on the DD Form 1966/3. The statement is to be signed by both the applicant and USAR/RA guidance counselor. The required statement is:

"I understand that the (unit name, address, and UIC) is not within a reasonable commuting distance of my home.

I further understand that it is my responsibility to attend all scheduled meetings with my assigned unit. Transportation to and from meetings is my responsibility and will not be a reason for not attending meetings."



Reserve Component legislative proposals

■ Assistant Secretary of Defense for Reserve Affairs, Deborah Lee, recently announced that her office has drafted two legislative proposals that would provide financial incentives to reservists and their employers. One would provide a tax credit to Reserve employers, and the other would establish an income insurance program for Ready Reservists.

If enacted the employer tax credit would limit an employer to a \$2,000 tax credit per employee, and the credit could not exceed \$7,500 in any one tax year for Reserve duty during a contingency as

defined in Section 101 (13) of Title 10, U.S. Code. Active duty for other than contingency operations would not qualify for the credit.

This legislation would also cover self-employed Reservists and their employees subject to the same limitations noted above.

The income insurance proposal establishes an insurance program for members of the Ready Reserve of the armed forces. It provides a source of funds to alleviate the economic effects of activation for service in support of urgent operational missions or in times of national crisis.

A basic payment of \$1,000 per month would be the primary coverage and could be increased in increments of \$500 up to a maximum of \$5,000 per month.

Insurance coverage would begin after the initial 30 days of activation. No Reservist would be paid for more than 12 months of covered service in any 18-month period.

There is no requirement for proof of lost income or extra expenses to be eligible for payment. Coverage would be automatic unless the Reservist takes action to not be included in the program.

Association of the United States Army News dated September 1994; Volume 16, Number 9.

Any questions concerning information in this USAR News should be directed to your battalion USAR operations.

USAREC Strategic Plan Approved

One thing we can all count on as a constant is change. Leading the changes toward the 21st century in fiscal year 1995 is a new Command Strategic Plan. Changes are positive as long as they improve aspects of recruiting.

What is a strategic plan? A strategic plan is a road map into the future. It shows us where we want to be five to 10 years from now. It is developed by assessing our strengths and weaknesses, societal trends, economic issues, technological advances, demographic changes, and much more. Then we classify our assessments as assets or liabilities.

The strategic plan capitalizes on our assets and minimizes our liabilities. It defines who our customers are, which allows us to focus our efforts toward accommodating them.

Why do we need a strategic plan? Many businesses have failed because their leadership has failed to streamline their business practices, micro-managed their employees, and ignored their customers needs.

Successful businesses on the other hand have changed their business practices to incorporate Total Quality Management (TQM).

We cannot afford to fail our mission. We, like the Army and many other businesses are adopting and implementing a quality management system. Our quality management system is called Total Recruiting Quality (TRQ).

TRQ is not just a catchy acronym, but it is the way

The Quality Link



USAREC will conduct its business. TRQ starts with the Command Strategic Plan. MG Kenneth W. Simpson approved USAREC's Command Strategic Plan to fulfill his strategic vision, "USAREC leads empowered force to recruit with integrity quality men and women for America's Army."

To achieve this vision, the following five goals are essential:

- Provide an environment that values and rewards initiative, teamwork, and an understanding of needs for all customers.
- Implement Total Recruiting Quality (TRQ) and emphasize continuous process improvement.
- USAREC becomes a choice assignment of America's Army.
- Focus all market research efforts to support positioning, resourcing, missioning, and advertising efforts.

- Take care of soldiers and civilians through a Quality Training Program.

These goals were established over the past several months through a rigorous process which involved all brigade commanders, the USAREC primary staff, and the USAREC command group.

A set of command strategies and strategic/business plans from directorates, brigades, and battalions will determine how USAREC will achieve these goals.

Most importantly this vision and these goals are charting our course to remain successful through the changing years and into the 21st century.

"USAREC leads empowered force to recruit with integrity quality men and women for America's Army."

— USAREC's strategic plan vision

The Test

1. Transfer of a DEP/DTP member must transpire no later than _____ prior to the departing recruiter leaving.

- A. 30 days
- B. six months
- C. seven days
- D. three days

2. A TTE recruiter will be enrolled in the IST Program _____.

- A. six months after completion of the TTE Program
- B. immediately after completion of the TTE Program
- C. one year after completion of the TTE Program
- D. as soon as he or she reports to the recruiting station

3. A prospect will not be administered a retest with either the CAST or EST within _____ days of the previous administration of either screening test.

- A. 15 days
- B. 25 days
- C. 30 days
- D. 45 days
- E. None of the above

4. Who is authorized to make telephonic education verification?

- A. Station commander
- B. Recruiter
- C. Guidance counselor
- D. Company first sergeant

5. Telephonic military police records checks are authorized for waiver processing.

- A. False
- B. True

6. When prospecting from a new high school ASVAB list, all TSC 1-3A senior females will be contacted within 10 working days.

- A. True
- B. False

7. A student who has not taken the ASVAB test but is interested in an Army enlistment would be prioritized as _____ in your high school lead refinement list.

- A. priority 2
- B. priority 4
- C. priority 1
- D. priority 5

8. A high school diploma graduate applicant enlisted in the USAR for the Selective Loan Repayment Program six months ago and since then has completed initial active duty for training and is MOS qualified. Can this soldier start using the Selective Loan Repayment

Program immediately?

- A. Yes
- B. No

9. For a USAR applicant, the maximum amount that the Selective Loan Repayment Program will repay is \$10,000 for all members.

- A. True
- B. False

10. Recruiters will meet with each DEP/DTP member no earlier than three days and no later than 10 days following enlistment into the DEP or DTP.

- A. True
- B. False

11. When applying a pressure dressing to a wound, you should tie a non-slip knot directly over the wound.

- A. True
- B. False

12. When treating a soldier for shock, you should elevate the casualty's feet higher than the heart unless _____.

- A. casualty has an abdominal wound
- B. casualty has an unsplinted fracture
- C. casualty has chest pains
- D. both A & B

13. When decontaminating your face using the M258A1 kit, you should scrub from _____.

- A. forehead to chin
- B. ear to ear
- C. ear to chin to ear
- D. in a circular motion

14. How many meters in depth should a soldier begin to search when beginning a systematic search, while engaging a target with an M16 rifle?

- A. 10 meters
- B. 25 meters
- C. 50 meters
- D. 100 meters

15. What are the two methods for holding the lensatic compass?

- A. Center hold and extended arm hold
- B. Center hold and midline static hold
- C. Compass to cheek and extended arm hold
- D. Center hold and compass to cheek

(The answers to this month's Test can be found on the inside back cover.)

Gold Badges

ALBANY

SSG Virginia R. Daniels

ATLANTA

SGT Robert W. McBride

BALTIMORE

SSG Michael P. Gary
SGT Edward R. Correa
SGT Pamela K. Wincapaw
SSG Spencer A. Rowley
SSG Gaile A. Garner
SGT Warren Sisco

BRUNSWICK

SSG Roger Tipton

CLEVELAND

SSG Jasper L. Miller
SFC Wade C. Anderson

COLUMBIA

SSG Gregory A. Collier
SFC James C. Cain
SFC Kevin D. Stewart
SGT Craig I. Simmons
SSG George E. Hamm
SGT Leon R. Gooden Jr.
SSG David E. Broadle
SFC Daniel R. Brown
SSG Daniel M. Workman
SSG Billy G. Stephenson
SGT Michael Irons
SSG Gerald O. Outlaw
SSG Ronnie Davis
SGT Thomas E. Blakemore

COLUMBUS

SGT Chad E. Romero
SGT Tracy V. Crawford

DALLAS

SSG Victor L. Smith
SFC Larry D. Primeaux
SSG Robin A. Barnes
SGT Gary L. Wilson
SFC James E. Thompson

DENVER

SSG Scott A. Myers

DES MOINES

SSG Marcelino Archie

HARRISBURG

SSG Shawn P. Leonard

INDIANAPOLIS

SGT Duane A. Pierce
SSG Daren D. Robinson
SFC Douglas L. Emmons

JACKSON

SFC Stanley Wilshire
SGT James H. Glenn
SSG Aaron Wardlow



JACKSONVILLE

SFC Douglas E. Morrison

KANSAS CITY

SGT David M. Brown
SSG Kenneth M. Roynon
SSG Kenneth Lewandowski
SSG Kyle R. Stueven

LOS ANGELES

SGT Laura S. Hedman
SSG Eugene Kim

MIAMI

SSG Francis J. Roark
SFC Felix Soto
SFC Luis Ortega
SGT Gregg V. Simmers

MINNEAPOLIS

SSG James C. Hickles
SGT Alexander Roberts

MONTGOMERY

SGT Ambrose D. Palmer
SGT Ronnie D. Travis
SSG Sandra Hill

SSG Sheryl Solomon
SSG Jenny E. Curry
SSG Vincent Green
SSG Christopher T. Hill

NASHVILLE

SFC Ellis R. Oxzavia
SSG Jeffrey A. Pitcher
SSG Anthony Garrett

NEW YORK CITY

SSG Robin M. Lord
SSG Elvin Mercado
SSG Kenneth L. Gilmore

OKLAHOMA CITY

SSG William C. Smith

PHILADELPHIA

SSG George A. Logan
SGT Torrye Bashshar
SSG Adell L. Graddick
SGT Darrin D. Houston

PHOENIX

SGT Jonathan Wigfall
SSG Vincent A. Reed
SSG Jon W. Nelson

PITTSBURGH

SFC Timothy E. Thiry
SGT Jeffrey H. McLaughlin
SGT Patrick J. Feeney
SSG Winfred Shahan

PORTLAND

SSG Wilfred M. Oguma
SSG Eugene W. Pereira

RALEIGH

SGT Mary Holt
SGT Wendell Boykins
SSG Edward Wilson
SSG Curtis Short
SGT Gerald Adams
SGT Phillip Simms

SACRAMENTO

SFC Joseph L. Pinson
SSG Stephen D. Todd
SSG Ryan A. Cain

SSG Andrew Cimaglio
SSG Matthew H. Lewis
SSG Michael P. Bertucci
SSG John Q. Taitano
SSG James Skupowski
SSG Susan A. Booth
SGT Christina G. Plante

SALT LAKE CITY

SGT Michael R. Smith
SSG Michael E. Moore

SAN ANTONIO

SSG Rory Lomas
SFC Bill Quiles
SGT Derrick K. Brent Sr.

SANTA ANA

SFC Ernest D. Anderson
SSG David Priese

SSG John Biddle
SSG Charles R. Rock
SSG Warren K. Hurley
SSG Darrell Strakal
SGT Brian C. Estrada
SSG Walter McAllister
SSG Tony Garcia
SSG Michael A. Diestel
SSG Laurie Love
SSG David Crabtree
SSG John P. Johnson
SGT John Originales
SSG William G. West
SFC James J. Riley
SSG John W. Moser
SSG Gerald L. Beal
SFC Scott M. Kagawa

ST. LOUIS

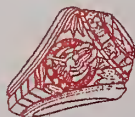
SGT Kenneth D. Daly
SSG Bernard L. Knight
SSG David G. Chartier
SGT Mark E. Rightnowar

SYRACUSE

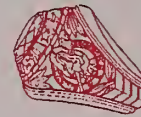
SSG Allen C. Fritz
SSG Christopher Bigham
SFC David Ende
SGT Eric J. Foster
SFC Dennis White
SSG James J. Baker
SSG Alexander F. Mitchell
SGT Thomas Wilkerson

TAMPA

SFC Pedro Rivera
SFC Jeremiah Joyner



Rings



BALTIMORE

SGT James M. Jones
SSG Keith D. Brown
SGT Michael D. Bell
SSG Darin K. Randall
SSG Joseph Worrells

BRUNSWICK

SSG Aaron D. Ashcraft

COLUMBIA

SSG Michael D. Myers

COLUMBUS

SFC Arthur W. Reed Jr.

GREAT LAKES

SFC Alan J. Knoblock
SFC Thomas E. Hopkins

HARRISBURG

SSG Peter J. Miller
SSG Rodney Hockenberry

HEADQUARTERS, USAREC

SSG Kenneth Z. Batten
SFC Jeffrey A. Krysevig

SFC Jack M. Peters
SFC Nathan Moore

JACKSON

SSG Bobby J. Sterlin

JACKSONVILLE

SGT Harold J. Legrear

MIAMI

SSG Lowell Guzman Jr.
SFC Andre L. Debose
SSG Julio Candelario-
Concepcion

MINNEAPOLIS

SSG James R. Horman

MONTGOMERY

SSG Kerry Rivers
SSG Dean O. Dubose
SGT Brett Elmore
SSG Daniel Knotts
SSG Thomas F. Smith

NEW YORK CITY

SSG Gary S. Davis

SFC Orlando Matos

PORTLAND

SSG Michael W. Dillingham

RALEIGH

SFC David J. Audette

SACRAMENTO

SFC Steven E. Cardwell
SFC Michael J. Warholak

SALT LAKE CITY

SFC Randy L. Hammen

SANTA ANA

SFC Norman Harris
SSG Robert L. Tatum
SFC Kermit Gonzalez-Irizarry
SFC Danny Free

ST. LOUIS

SSG Michael G. Jackson

SYRACUSE

SSG David W. Ralston
SSG Michael A. Kavanagh



RSC Schedule

RSM October 1994

Cinema Van

ALBANY, 27 Sep - 7 Oct
 ATLANTA, 27 Sep - 7 Oct
 BECKLEY, 27 Sep - 7 Oct
 BRUNSWICK, 11 - 21 Oct
 CHICAGO, 11 - 21 Oct
 COLUMBIA, 11 - 21 Oct
 GREAT LAKES, 27 Sep - 7 Oct
 HOUSTON, 24 - 31 Oct
 JACKSON, 11 - 21 Oct
 JACKSONVILLE, 24 - 31 Oct
 MINNEAPOLIS, 25 - 31 Oct
 MONTGOMERY, 27 Sep - 7 Oct
 NEW ORLEANS, 24 - 31 Oct
 NEW YORK, 3 - 13 Oct

PHILADELPHIA, 27 - 30 Sep
 PITTSBURGH, 17 - 31 Oct
 PORTLAND, 3 - 14 Oct
 SACRAMENTO, 18 - 28 Oct
 ST. LOUIS, 11 - 21 Oct
 SYRACUSE, 24 - 31 Oct

Cinema Pod

ALBANY, 27 Sep - 1 Oct
 BALTIMORE, 3 - 7 Oct
 CLEVELAND, 3 - 14 Oct
 COLUMBUS, 17 - 21 Oct
 DALLAS, 3 - 28 Oct
 DES MOINES, 27 - 28 Sep
 GREAT LAKES, 17 - 28 Oct
 INDIANAPOLIS, 24 - 28 Oct
 JACKSON, 24 - 28 Oct

HARRISBURG, 4 - 28 Oct
 LOS ANGELES, 17 - 21 Oct
 MIAMI, 27 Sep - 14 Oct
 NEW ORLEANS, 27 Sep - 21 Oct
 OKLAHOMA CITY, 3 - 28 Oct
 PITTSBURGH, 11 - 14 Oct
 PORTLAND, 3 - 7 Oct
 SACRAMENTO, 11 - 14 Oct
 SANTA ANA, 24 - 31 Oct
 SEATTLE, 27 - 29 Oct
 TAMPA, 18 - 31 Oct

Army Adventure Van

ALBANY, 4 - 7 Oct
 COLUMBIA, 24 - 28 Oct
 NEW YORK, 11 - 14 Oct
 PITTSBURGH, 27 - 30 Sep

Answers to the Test

1. C, USAREC Reg 601-95, para 2-1b
2. B, USAREC Reg 350-4, para 3-4b
3. C, USAREC Reg 611-4, page 1, line F
4. D, USAREC Reg 601-101, Chap 2, para 2-2 (a) 3
5. B, USAREC Reg 601-94, para 5(i)
6. B, USAREC Reg 350-6, Chap 3, para 3-13 (4)b
7. A, USAREC Reg 350-6, Appendix D (b)
8. B, USAREC Reg 621-1, Chap 4, para 4-4 d and e

9. B, USAREC Reg 621-1, Chap 4, para 4-2 (d) 1
10. A, USAREC Reg 601-95, Chap 2, para 2-3 b
11. A, STP 21-1-SMCT Task 081-831-1016, para 4d
12. D, STP 21-1-SMCT Task 081-831-1005, para 1c
13. B, STP 21-1-SMCT Task 031-503-1007, para 1h
14. C, STP 21-1-SMCT Task 071-311-2007, para 1c(1)
15. D, STP 21-1-SMCT Task 071-329-1003, para 2c

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